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KISAN PROJECT

CONSULTANT REPORT — MARCH-APRIL 2015
CONTRACT NUMBER AID-367-C-13-00004

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ACRONYMS

CEAPRED	Center for Environmental and Agricultural Policy Research, Extension and Development
COP	Chief of Party, KISAN
CSISA	Cereal Systems Initiative for South Asia
DEPROSC	Development Project Service Center
DIP	District Implementation Plan
GIS	Geographic Information System
GON	Government of Nepal
LSP	Local Service Provider
M&E	Monitoring and Evaluation
MFI	Microfinance Institute
MPC	Marketing Planning Committee
SACCO	Savings and Credit Cooperative
VDC	Village Development Committee

I. INTRODUCTION

KISAN consultant Mr. Richard Ody's scope of work requested he design and facilitate a mid-term project strategy and planning workshop to better align all KISAN project staff, including district coordinators, to the revised annual work plan and most recent contract modification. The key deliverable from the workshop will be revised, detailed district-level implementation plans. As background for the workshop, the consultant was asked to review project documents and interview key staff to determine their level of understanding of project objectives and most recent guidance from USAID on KISAN's implementation model, staff's level of focus on project outcomes versus outputs, and areas of strengths and weaknesses that could inform the new Chief of Party's re-examination of the project's organizational structure. In addition, the consultant was asked to make recommendations for improved communications and the integration of M&E into those communications.

II. WEEK I: CONDUCTED INTERVIEWS WITH STAFF, DISCUSSED PROJECT PROGRESS WITH CHIEF OF PARTY, AND REVIEWED BACKGROUND DOCUMENTS

To best design a strategy and planning workshop to reorient project implementation to reflect USAID's guidance, the consultant interviewed staff from Kathmandu as well as regional, cluster and district level and collaborating partner Cereal Systems Initiative for South Asia (CSISA) staff (see box). The KISAN Chief of Party (COP) participated in several of these interviews. As a result, the consultant and COP heard staff perceptions and opinions on project implementation, including technical and managerial challenges and successes, and their interpretation of USAID feedback.

Key takeaways:

- Several senior staff praised the performance of district staff, citing other development projects' interest in hiring them away after KISAN has trained them. One referred to the KISAN orientation and training program of agricultural technicians as very practical, "we are not talkers, we do the work in the field," and characterized the KISAN approach as very "field-based," not based on classroom instruction.
- Many described the implementation model as "software" based – providing training and technical assistance, rather than "hardware"

Staff interviewed

- Dr. Puroshotam Mainali, Agriculture Expert
- Praveen Baidya, Business Contracts Director
- Ajaya Bajracharya, Senior Agriculture Marketing Manager
- Uttam Dhakal, Capacity Building and Training Manager
- Mona Sharma, PPP and Communications Manager
- Sneha Bhattarai, Grants Officer
- Rajiv Poudel, GIS Expert
- Harish Devkota- Senior Regional Manager/Agriculture Input Supply Manager
- Rajendra Shahu – Senior Agriculture Production Manager/Value Chain Lead – Lentils
- Rabindra Patel – Rapti Cluster Manager/Change Agent Training Coordinator
- Ashok Baral - Irrigation Expert
- Dr. Ram Lal Shrestha - Bheri Cluster Manager
- Manoj Thapa – West Cluster Manager
- Virendra Upraity – Far West Cluster Manager
- DEPROSC Microfinance staff
- Andrew MacDonald, CSISA

focused on infrastructure investments or input distribution. A few mentioned that this created a lot of challenges during the first year of implementation. Based on other donor projects, expectations of Government of Nepal (GON) officials were high, that there would be more project investment in infrastructure and material support for farmers. Not only was this not the case under KISAN, but the officials soon discovered that KISAN was seeking significant cost sharing from both the farmers and GON. Everyone understands the project's approach now.

- A market-led approach was deeply ingrained in all staff responses, with examples citing the tailoring of training and crop recommendations to the VDC location and socio-economic level. One example described poor road infrastructure leading to a recommendation of cabbage as a high value crop because it could garner a good price yet withstand the rough transport better than most other vegetables. Also mentioned: KISAN does not promote commercial vegetable production further than two hours from a road – it does not make economic sense – but production of vegetables for diet diversification is still viable.
- A desire was expressed to expand farmers' in-depth training in value chain dynamics and their role in the chain – deepen understanding of the entire production, post-harvest, and marketing process.
- Utilizing third parties was described as including other actors who deliver training and technical assistance, such as local service providers (LSPs – agrovet and local commercial farmers as consultants) and GON subject matter specialists located in six agricultural service centers per district.
- There was a bit of confusion on the criteria for grant applications, with many believing the grant fund was now focused solely on large agribusinesses. Some staff cited the challenge of all staff understanding their role in identifying and monitoring grantee implementation.
- For vegetables, Marketing Planning Committees (MPCs)/collection centers are either formed where the need exists, or revitalized where they had previously been formed but not properly utilized. The approach included bringing together buyers, traders, input suppliers/agrovet, and producer groups in “input-output” workshops where market needs are explained by buyers, farmer production response discussed, and specific trainings on market analysis and negotiation are delivered.
- Seeds are a big issue, with dramatic over-recycling of retained seed for cereals and a couple of types of tomato and cauliflower. Open pollinated varieties of seeds usually can only be recycled for three or so cropping seasons before significant reductions in yield and quality of commodity, so orienting farmers to build that into their budgets is necessary.
- Finance is integrated into the farmer group trainings (saving and credit group formation and strengthening) and follow up linkages to other sources of credit are facilitated.
- Needs-based training is provided to microfinance institutions and savings and credit cooperatives (SACCOs) in areas such as delinquency management and membership outreach.

- Leveraging other resources, such as development partners and GON funds, plays a key role in many activities. For example, specifically cited successes included irrigation through partnerships with Swiss donors including Helvetas whereby the Swiss install the infrastructure, and KISAN provides the training and follow-up. Another success is facilitating local project partners in accessing GON Village Development Committee (VDC) block grants through application. In these cases, any small infrastructure (such as market collection points, plastic houses) can be paid for with those funds to complement the training and technical assistance provided to farmer-based organizations, agrovets, and LSPs. That said, the pursuit of leveraged funds requires a large amount of technical staff and district coordinator time and can take away from the delivery of technical assistance.
- Irrigation was cited as a significant constraint, and requests were made to increase the availability of project funds and possible cost share percentage to maximize gross margin returns to farmers. This lined up nicely with USAID feedback and guidance.
- The project is using geographic information services (GIS) as a project design tool, for example in mapping infrastructure for collection points, but overall, staff seem to still rely more on their innate knowledge of the VDCs and districts. Expanded use of GIS as both an activity design and reporting tool is possible.
- KISAN-CSISA collaboration is occurring at the field level, but more systematic coordination of activities is possible. CSISA activities that complement KISAN include: local screening trials on new varieties of maize, lentils, and rice (soon to expand to mung bean and wheat), and promotion of women friendly, scale appropriate machinery and tools, including walking tractors and harvesting equipment. Seed drill demonstrations with farmers are conducted in close collaboration with private-sector seed companies. Other possibilities include collaborating on obtaining seed registration for hybrid maize in the Mid-West region and working with agrovets and input suppliers to identify activities to reduce the use of expired and adulterated inputs.
- Overall, many staff did not understand that their input for project reporting was an integral part of their job, not an “add on.”
- Many staff cited weak internal communications as a frustration and were looking forward to more systematic and transparent communications from senior leadership.
- Suggestions for improved communication included regular cluster level meetings with district coordinators to share lessons learned and clarify any changes in project approach.
- Strategy session expectations: everyone wants to know what is the new COP’s approach? They need to understand the background of why there was an influx of home office support/visits in recent months, and the status/nature of USAID’s feedback.

MEETING WITH USAID/NEPAL – JOHN STAMM (OFFICE CHIEF), NAVIN HADA (PROJECT DEVELOPMENT OFFICER), DANIELLE KNUEPPEL (FOOD SECURITY TEAM LEADER) – 4.1.2015

This meeting was designed to introduce the consultant to USAID and for COP Phil Broughton and the consultant to hear USAID's concerns and guidance about the project that should be addressed in the strategy session.

- *Main message:* All staff – down to the district employees – needs to be on board with Modification 4, which included expanded roles for implementation through private sector partners. “KISAN is not EIG II, and the staff seems to think it is. It seems they approach KISAN as a training machine.”
- *Communications:* Mr. Hada cited serious communication breakdowns all along the chain from the Winrock home office to Kathmandu HQ to regional office to the district-level staff. Also mentioned was the need to include senior leadership from the subcontractors in any communications.
- *Subs:* Need to orient subcontractor CEAPRED to new approach. They need to understand that the 20,000 additional farmer households are to be reached through private sector embedded services.
- *Irrigation:* The Mission Director is interested in seeing more impact in irrigation and the Mission is authorizing KISAN to increase its funds for irrigation to at least \$300,000 for irrigation infrastructure and raise the total target to at least 500 sites. The project staff should continue their efforts to leverage funds for irrigation infrastructure from other donors and GON, but offered more flexibility in determining required leverage.
- *Oversight:* The Mission would like to see more critical oversight from senior Kathmandu staff of district-level agriculture technicians and activities.
- *Approach:* Original approach was to only contact farmer beneficiaries through two cropping cycles, with limited follow-up. That thinking has changed, and during the second half of the project the Mission would like to see deeper involvement with previously trained farmer groups to maximize outcomes. Ideally, this contact will be through partner agribusinesses or LSPs.
- *Approach:* The staff is correct that this is more of a “software” project with limited “hardware” investments. But they need to understand that we are adjusting the approach when it comes to irrigation --- where more hardware investments are possible. When asked about flexibility to make more hardware investments in MPCs and at the farm level, Mr. Hada indicated that he would rather see those investments leveraged from others.
- *Implementation:* Mr. Hada and Ms. Knueppel both cited a problem with too many KISAN demonstration sites too close together. They cited an example where they visited a site with

one KISAN plastic tunnel next to ten other plastic tunnels erected by other donors. This did not make a good impression.

- *Implementation:* USAID would like to see more use of third party LSPs.
- *Implementation:* From the COP's discussion: USAID has the impression that 90% of agriculture work is focused on veg and only 10% on cereals. This was surprising since most farmers grow both a cereal and veg, so it may require better data gathering, increasing cereal specific outreach and capacity building, and reorientation of how the project reports on activities.
- *Results framework* not understood by staff. Need a reorientation from a focus on output numbers to outcomes achieved. When USAID visited Agricultural Technicians, they spoke of their impressive training numbers, but as Mr. Hada said, "Our portfolio reviews are all about outcomes, we don't even discuss outputs."
- *Designing follow up activities:* Example cited: Training on planting in rows and weeding of lentils. During a site visit, when Mr. Hada asked the women about it, they acknowledged that it could lead to higher yields, but were less enthusiastic about adoption due to the increased labor needed and tedious work involved. Therefore, according to Mr. Hada, KISAN should ask these same questions and be looking for labor saving devices to help support the new practices.

III. WEEK II: DESIGNED AND FACILITATED A PROJECT STRATEGY AND PLANNING WORKSHOP TO ALIGN DISTRICT LEVEL ACTIVITIES WITH REVISED ANNUAL WORK PLAN AND CONTRACT MODIFICATION

The consultant's approach to the design of the strategy workshop agenda, in consultation with COP Phil Broughton, was to link the sessions to the specific feedback from USAID, with an end product of revised district implementation plans for the next six months.

The overall objectives:

- To chart a path for the remaining years of the project that best reflect USAID evolving vision for KISAN
- To translate the revised annual work plan into revised District Implementation Plans (DIPs)

The approach was to celebrate the positive impact of the first two years of project implementation, describe how any future activities would not be possible without the massive outreach and training effort the staff had achieved. The consultant also emphasized that much of KISAN's existing activities already incorporated elements of the private sector led approach that USAID desires and best practices dictate, but it was not currently a systematic approach and not fully understood by district-level staff. In any case, a concerted effort to change project focus from a reliance primarily on direct service provision

to one of third party service provision was needed, and should be articulated and integrated into new DIPs.

The workshop in Nepalgunj lasted three full days and utilized the following agenda in Table I. Forty staff participated from 19 districts (there were vacancies in senior staff in the Accham district), the regional office, and headquarters in Kathmandu.

Table I. Workshop agenda and activities

	Session	Comments
	DAY ONE	
	Opening	Mr. Broughton introduced himself, set expectations, provided transparency about USAID feedback, sent a positive, confident message on previous and upcoming project work
1a	Role of M&E in Project Activity Design and Implementation	Lorene Flaming, KISAN M&E Consultant, presented an overview of USAID's current areas of emphasis for M&E, changes in project M&E procedures, updates on the ongoing survey, and described the project outcomes and measurable indicators, which should guide implementation
1b	Calculating and Using Gross Margin Information	Since improving gross margins is so important to measuring overall project performance, Rabindra Patel, Cluster Manager, led a presentation to help all participants understand the gross margin calculation and its component parts. Mr. Ody's debrief emphasized the importance of the same indicators to beneficiaries and led a brief discussion on how to incorporate these calculations into farmer trainings
2	Expanded Grants Program	Given the emphasis on working through private sector partners, Sneha Bhattarai, Grants Officer, conducted a brief presentation on current grants, criteria for future grants as detailed in the soon to be released annual program statement, and the role of all staff in identifying potential grantees, serving on evaluation committees, and monitoring performance in the field
3	Overview of Private Sector Led Development	Mr. Ody led a discussion on USAID's vision for private sector-led development using a more facilitative approach, compared it to a project-led direct service approach, and led a discussion on how KISAN can demonstrate its compliance with the new vision. Cluster groups developed detailed lists by district of potential private sector partners who could deliver services with and without grant support (attached).
4	Deepening Impacts in Finance Activities	DEPROSC led a presentation on KISAN's finance activities to date, their approach and successes in forming and strengthening savings and credit groups, linking farmers to SACCO and MFI credit, and capacity building of MFIs. Debrief discussed how to better coordinate between district staff and micro-finance specialists for effective follow-up activities to maximize impact
	DAY TWO	
5	Expansion of Cereal Crop Activities	Mr. Ody briefed group on the need to balance USAID overall objective of increasing gross margins and sales with their FTF reporting food security objective of increasing year round availability of cereal crops. Emphasis was made to not

		overcompensate by abandoning vegetables in their pursuit of increased cereal crop outcomes. Cluster groups split into subgroups for hill districts and Terai. Each group then detailed potential activities, partners, and activity timing for each cereal crop in their respective districts with proposed targets. These were incorporated into revised DIPs.
6	The Next 2-1/2 Years: How Do We Strengthen Existing Beneficiaries and Partners for Greater Impact	Mr. Ody led a discussion on “what next,” i.e., we are not forming a lot of new groups, so second half of the project must focus on increasing our outcomes primarily through existing beneficiaries and those brought in by private sector partnerships. In addition to the ongoing M&E random sample survey, informal assessments must be conducted with all (or most) of the previously trained farmer groups, agrovets, service providers, MPCs, processors, traders, and buyers to inform the design of follow up activities. We used recent MPC assessment conducted by Ajaya Bajracharya’s, Sr. Agriculture Marketing Manager, team as an example. The group then generated a 10 question farmer survey to gauge success to date and areas for leveraging future results (attached). Then discussed who might administer such a survey and by which means, e.g. phone calls with lead farmers, site visits, agriculture technicians’ inquiries during upcoming trainings.
7	Working through Others to Achieve Results	Mr. Ody led a large group discussion about the effectiveness of LSPs and lead farmers. Feedback was instructive but incomplete (emphasis was on links to communities and farmer groups), but determined a more systematic approach in working through third parties was required (see session on day three)
8	Revised Approach to Promoting Irrigation	COP presented changes in the project policy toward irrigation, reflecting USAID’s input. Result: increase funds dedicated to irrigation, increase project cost share, and parameters for types of irrigation for investment. Cluster groups then submitted their recommendations for how to prioritize irrigation investments. This will be finalized by COP and senior staff
9	Introduction of New Development Implementation Plan (DIP) template	Uttam Dhakal, Capacity Building and Training Manager, presented the new DIP template, answered numerous questions related to how to crosswalk ongoing old DIP activities and budgets.
DAY THREE		
10	Improving External and Internal Communications	Mr. Ody presented the essential components and guidelines for telling a compelling story in reports, during field visits, and through success stories. Examples provided included: demonstrating dramatic improvements in gross margins, sales, yields, and sustainable ways of doing business – illustrating the “before and after” picture following project support. Also how to personalize the quantitative impacts with qualitative changes in livelihoods. A brief presentation on improving project technical communications through trainings, materials, video were also discussed. Suggestions for improving internal communications, all emanating from COP’s input, were also presented (see slide deck, Annex 5).
11	Assessment of Current Implementation Model -	Following up on session 7 – to reinforce the message of increasing third party, especially private sector, service delivery – Mr. Ody

	How can we get more out of third party service delivery	led a session detailing USAID's preferences for implementation: 1) through private sector partners, 2) LSP – Type 2 (private sector service providers, such as agrovets), 3) LSP – Type 1 (community-based agriculture resources), 4) lead farmers, and 5) staff. Cluster groups then worked to identify which DIP activities could be implemented through which type of partner and incorporated into their revised DIPs
12	Develop 6-month DIPs	Mr. Dhakal and Harish Devkota, Sr. Regional Manager, with input from COP, led cluster groups to produce draft DIPs for one district as a sample to enable all districts to complete their DIP by following week
	Closing	COP answered any lingering questions and concluded with positive messaging about workshop outputs, excitement about future work, and confidence that USAID will be very pleased with project outcomes.

During sessions, the consultant kept a running list of follow up items for attention by senior staff, post workshop, which included:

- Training materials
 - Consider developing gross margin calculation sheets adapted for farmer use
 - Produce standardized flipcharts and handouts for all training sessions
 - Compare existing training materials versus actual training content delivered versus research institutes' proven practices (e.g. CSISA, IPM-IL) to ensure consistent and up-to-date technical messaging
 - Produce more “leave behind” materials to ensure farmer understanding of key messages and to promote spillover farmer-to-farmer instruction
- Trainings
 - Training of Trainers for agrovets and LSPs for cereal crop production and post-harvest handling
 - Agrovets – how to use crop gross margin calculations as a marketing tool to promote their input products
- Guidance for “pinging” – how to keep in touch with large number of beneficiaries and partners in a cost-effective manner
- Finalize and disseminate farmer group assessment questionnaire form
- Finalize and disseminate guidelines for irrigation investments (how to prioritize sites)

Overall lessons learned from the workshop for future planning sessions:

- Involvement of the district coordinators was very well received by them and by the rest of the staff. Everyone agreed that the coordinators had not been involved in enough planning sessions previously and that internal communications had been flawed. They were enthusiastic participants and added value to the overall planning effort.
- Except for senior staff, there was very little participation in *large group* discussion, however all staff participated enthusiastically in *small group* work whether by cluster, commodity, or Hill versus Terai. It was very impressive. The staff worked well together and focused on the tasks at hand. They worked collaboratively to produce a consensus report out during each session.
- Probably due to language differences, the consultant needed to vet workshop ideas and activities with multiple people, multiple times before everyone was on the same page regarding the required agenda. For example, the consultant met with six senior staff for three hours to review each workshop session and activity, get their feedback, and make sure the instructions were clear. After obtaining consensus agreement, upon further questioning later in the week the consultant could hear a different opinion from the same people. This was not likely a problem of inconsistency but perhaps a desire to please Mr. Ody initially or embarrassment that they didn't completely understand the original request. Therefore, future session agendas need to incorporate these challenges into the agenda review process.
- For important instruction, there should be some translation into Nepali.

Ideas for topics for next annual work planning session:

- In order to design the follow up activities – primarily with existing farmer groups – and to ensure farmers are reached through private sector grantees, the project needs data on outcomes.
- A key input will be the results of the M&E survey, particularly the outcomes and specifics on technologies adopted and linkages to markets and how they correlate to gross margins per hectare to determine greatest return on investment.
- With M&E data analyzed, it may be helpful to hold a series of focus groups in June 2015 to conduct barrier and motivational analysis to determine the true obstacles to technology and agricultural practice adoption – for example, what approach to women and vulnerable and marginalized populations elicits the maximum outcomes and which intervention has the greatest effect on behavior change, e.g. demonstration, practical field-based training, market linkages to encourage adoption, etc. If female outreach is lower than expected, then how can we address their needs better?
- Further analysis on how to reduce costs of production per unit to maximize net profit. For example, is it easier to reduce post-harvest loss of cereals versus encouraging more precise adoption of improved practices?

- The list of potential private sector partners by district – produced during the planning workshop – include some current KISAN partners, but before the next work plan session, attempts should be made to engage as many of the potential partners as possible, gauge interest and level of commitment to partnering with KISAN, and assess their potential for grant funding. Annual work plan workshop participants should arrive with as many fully formed ideas and partners as possible.
- In advance, exercises could be prepared for the district coordinators to use in their monthly meeting with district staff to elicit as many ideas as possible from the staff on the frontlines in rural VDCs and come to work planning sessions with district staff inputs in hand.

IV. WEEK III: DISCUSSIONS ON ORGANIZATIONAL STRUCTURE, REPORTING AND TECHNICAL INPUTS TO IMPLEMENTATION

The final week included continued project implementation strategy sessions with COP and senior staff. Topics included:

- Debriefed the workshop – further discussions on how to maximize use of private sector and community-based resources. Ideas considered included expanding services through agrovet; increasing role of lead farmers, supported by capacity building efforts; evaluating ideal profile for LSPs as they transition from supporting farmer group mobilization to more specialized technical assistance; and availability of GON extension agents. The group also discussed expanding farmer capacity building in basic business skills, such as strengthening their ability to calculate costs of production and gross margins. Final decisions on priorities will be made by COP and senior staff in coming weeks.
- Compiled workshop outputs, including district level-lists of potential private sector partners (Annex 1), participant input on irrigation site criteria (Annex 2 draft submitted to COP for finalization), and guidance for “pinging” farmer groups to gauge progress toward increased incomes and sales (Annex 3 draft attached - to be finalized by M&E consultant with COP and KISAN technical staff). Participant inputs on expanded cereal crop activities and increased use of third parties in delivery of technical assistance were incorporated into their revised DIPs, which were submitted to the Kathmandu office as this assignment was concluding. The DIPs detail district level activities that:
 - Set milestones and benchmarks for results in next six-month period.
 - Detail approach for addressing needs of previously training farmer groups and other value chain actors to determine appropriate follow up interventions to maximize project impact
 - Work through private sector partners, to the extent possible

- As a secondary priority, work through other third party and community based partners to achieve objectives, including LSPs and lead farmers
- Expand irrigation targets
- Describe outreach to expand impact in cereal crop production for rice, maize, and lentils
- Demonstrate district level outreach to identify potential grantees and provide technical supervision of district grantees upon award
- Based on pre-workshop interviews and participant performance in the workshop, the COP and consultant discussed improved organizational structure, including skill set profiles of senior staff positions, leadership of regional office, and composition of district-level staff for implementing more activities through third parties. Final decisions are still under consideration by COP and senior staff.
- Assisted with preparation of fiscal year Q2 status update for KISAN advisory committee.
- Drafted project approach document with M&E consultant (to be incorporated into Quarterly Progress Report).
- Provided coaching sessions to Communications Manager to revise reporting format and to reflect revised work plan, and provided suggested quarterly report outline (Annex 4).
- Suggested communications specialist look to seasonal outcome reports for impressive or dramatic changes, which should create a starting point for developing success stories and quarterly outcome beneficiary profiles (see report outline).

ANNEX 1: LIST OF POTENTIAL PRIVATE SECTOR PARTNERS BY DISTRICT

Table 2. Rapti Cluster Potential Private Sector Partners

District	Private Sector	Services	Embedded Services
Dang	i. Siddhartha Agri Center, Ghorahi	Technical inputs	Technical advise, increase demonstration plots
	ii. Agri Nepal Agro vet, Tulsipur	Technical agro-inputs, increase demos in the service shops	Technical backstopping
	iii. Harit Kranti Agri Cooperative	Increase seed production and area	Technical backstopping
	iv. Suryodaya Multipurpose Agri Cooperative	Seed production	Increase Demo Areas
	v. KISAN traders, Lamahi	Demo of Agri tools	Trainings, Demo
	vi. Kabila Agri Cooperative	Expansion of production area	Trainings, Demo
	vii. Swargadwari Rice Mill	Capacity Expansion	Trainings, Area expansion of maize
	viii. Rapti Feed Industry	Buy Back Guarentee (maize)	Capacity development
	ix. Hariyali Saving and Credit Coop	Credit	Launch new product, low interest rate
Pyuthan	i. Kalika Agrovet	Agri input supply	Technical Advice, Technical backstopping
	ii. Pyuthan Agrovet	Agri input supply	
	iii. Sana Kisan krishi Sahakari Santha Ltd. Bangesal	Expansion of production area	
	iv. Eravati Sahakari Sanstha Ltd, Durgegadhi	Seed production, Loan disbursement	
Rukum	i. Gyawali Agrovet, Khalanga	Agri input supply	Inputs or Credits
	ii. Digre Saikumari SACCOs, Khalanga	Micro finance	Capacity building, Soft loan
	iii. Seed Producers Coop, Khalanga	Seed Production	Technical Support
Salyan	i. Manav Kalyan Agrovet, Shreenagar	Agri input supply	Inputs or Credits, Technical Support/ Demo
	ii. Aava Agrovet, Shreenagar	Agri input supply	Inputs or Credits, Technical Support/ Demo
	iii. Barala Agri Cooperative, Barala	Agri. Loan, Inputs Supply	Technical Support

Rolpa	i. Bandana Agrovet, Holeri	Agri Input supply	Inputs or credit, Demo
	ii. Gadilek Agro-Cooperative, Holeri	Agri. Loan, Inputs Supply	Technical Support
	iii. Rijal Veg Wholesale Liwang	Buying / Credit Support	Technical Support

Table 3. Bheri Cluster Potential Private Sector Partners

Name of Organization	Working Area (Sector)
Dailekh	
Rupakheti Agrovet	Agri-inputs, tools, machinery technical backstopping
Jwala Agrovet	MIT, agri inputs
Om Shakti Agrovet	MIT, agri inputs, Technical etc.
Hatemalo Seed Coop	Vegetable Seed production, value addition and marketing
Nabajyoti Coop / MPC	Saving and Credit, vegetable collection and marketing
Laligurans Cooperative (Guranse) MPC	Saving and Credit, vegetable collection and marketing
Kakretara Cooperative / MPC	Input provider, vegetable trading
Akriti and Ashish Agrovet	MIT, agri - inputs
Jajarkot	
Kasturi Mutipurpose Coop	Maize seed production, vegetable (seasonal / off seasonal) production
Binod Agrovet	Agri-inputs, MIT, technical inputs
Namuna CC	Vegetable collection and sale, group farming
Bardiya	
Hare Krishna Cooperative	Seed production / Processing
Budhan Cooperative	Seed production / Processing
Milan Cooperative	Trader of Rice / wheat / maize, loan lending
Mainapokhari MPC	Vegetable collection and sell
Dinanath Kadel	Trading of vegetable (fresh)
Milan Agrovet	Supply of agriculture inputs / technical advice and training, irrigation material
Bageshwori Mill	Trader of Rice, wheat, maize, lentil, processing of legumes (lentil)
Banke	
Gaurishankar Trader	Farm machinery / Irrigation material
Modern Agrovet	Supply of Agriculture inputs
Ram Dal Mill	Processing of lentil and other legume crops
Kishak Upakar Cooperative	Lentil seed production and trading
Karnali Feed Industry	Maize processing
Dev Var Rice Mill	Processing of Rice and trader
Gate Nepal Seed Company	Seed processing and supply

Surkhet	
Bheri Cooperative	Seed production, processing and marketing, fresh vegetable production
Sital Agrovat	Agri. Inputs supply and technical support
Babu and Shai	Vegetable wholesaler
Pabitra Janakalyan	Seed Production and marketing

Table 4. West Cluster Potential Private Sector Partners

Name of Organization	Working Area (Sector)
Kapilbastu	
International Agro-Seed Company	Rice and lentil Seed Production
Maurya Seed Store and Vet Pharma	Quality Input Supply, Establish demo on improve technologies / varieties
S.K Supplier	Irrigation / Machinery Demo (DSR) in coordination with CIMMYT
Bhrikuti / Mount Everest / Sahaj SACCOs	Saving / access to credit
Gulmi	
Panthi / Shantipur Agrovat	Established demo on improve technology
Suryodaya Machinery Supplier	Demo on farm machinery
Nawratna / Ekta CC	Post harvest training / collection
Paincho Program	For agriproduct marketing
Arghakhachi	
Srijansil Seed Production Coop	Maize Seed Production
Panthi Agrovat / Ashok Batika	Provide training / Quality Seed, Establish Demonstration / Ag. equipment & tools
Sagarmatha / Mahabharat SACCOs	training / access to credit
Deurali Samajik Bikas Kendra	PHH / Packaging/ Trading / Training
Manoj Traders and Supplier	MIT dealer / Equipment Supplier
Subha Pravat Agri Coop	Vegetable Production / Marketing
Palpa	
Bhandari Agrovat	Demo / Training / Seed Production / Input
Bhattarai Agrovat	Demo / MIT / Plastic Sheet Supplier
Shivashakti Maize Seed Producer Coop	Maize Seed Production
Fulbari SACCOs	Access to credit
Bijaypur Ag/ Coop	Ag loan / Vegetable Collection / Seed production (Rice / Maize)

Table 5. Far-West Value Chain Actors Main Activity

I	Agrovat
i.	Service / Advice

ii.	Embedded Services
iii.	Input Supplier
2	Seed Company
i.	Input Supplier (Improved Seed, foundation Seed)
ii.	Assure market (Purchase back in 10 - 15 % extra price)
iii.	Certification
3	Miller
i.	Service (Technical)
ii.	Processing
iii.	Storage
4	Saving and Credit Cooperative
i.	Financial support to group and members
5	Agri. Cooperative
i.	Seed bank
ii.	Seed production with technical advice, monitoring
6	Machinery
i.	Supply machinery tools and equipment, tractors, power tiller, electric motor, CDP etc.
ii.	Demonstration and technical advices

ANNEX 2: QUICK FARMER GROUP NEEDS ASSESSMENT

Farmer Group Assessment Questionnaire

1. Which members made more money this harvest due to KISAN practices?
2. Did you sell everything you wanted to sell?
3. Do you have access to water year round?
4. Which technologies or practices contributed the most to your increases in yield or commodity quality?
5. Did you use new seeds?
6. Where did you get the seeds and any other inputs?
7. Did you get all the inputs you wanted to buy? If not, why?
8. Which private sector service providers did you interact with? Land preparation, planting/weeding/harvesting labor, agrovet, machinery repair, MPC?
9. Did you borrow any money?
10. If not, did you want to borrow money?
11. Are you working with any other donor projects?
12. Is there any other help you would like?

ANNEX 3: DRAFT IRRIGATION SITE SELECTION CRITERIA – TO BE FINALIZED BY COP

Selection Criteria for the Irrigation Site Selection

1. Technical feasibility of irrigation schemes (appropriate site and technology)
2. Farmers/community cost share- FROM THEIR POCKETS
3. Lack of irrigation facility in the proposed area.
4. Production and marketing potential area
5. Coverage of Area/Households
6. Cost of construction
7. Repair and maintenance fund by community
8. Low degree of conflict/ no objection regarding the water source
9. Group members should be interested in commercial production.
10. Availability of high leveraging resources from district line agencies
11. VDC/District level Demand (VDC/DDC/DADO)

ANNEX 4: SUGGESTED OUTLINE FOR QUARTERLY REPORTS

Nepal KISAN Quarterly Report – suggested outline

- Introductory paragraph about the contract award and objective (inside front cover)
- Quarterly highlights (2 pages of bullets by outcome)
- Table of contents
- List of tables
- List of acronyms
- Project approach
- Project goals: agriculture based incomes increased and small enterprise opportunities expanded
 - Couple of sentences about focus on gross margins and sales
- Accomplishments compared to targets - Comparison of actual accomplishments with targets, provide reason why established goals were not met
 - Outcome 1: Improved access to quality inputs for farmers
 - 1-2 sentences about problem/constraints then a couple of sentences on our strategy to improve access.
 - For each Activity:
 - Brief description of activity – couple of sentences.
 - Summary chart of quantitative results – rolled up, not detailed
 - Describe results this quarter – one paragraph, unless a large complex activity that analyzes results – why were they lower or higher than expected
 - Lessons learned and challenges – include plans to address
 - Couple of sentences on what is coming up in next quarter in new tasks and how you will address any shortfalls from previous quarter
 - Outcome 2: Improved capacity of agriculture extension workers, service providers, and farmers (same format as #1)

For each (or most) outcomes, include a beneficiary or partner profile

one paragraph, preferably with a photo that describes what they did and how it changed their life or way they do business. Does not need to be as detailed as a success story – objective is to personalize the project's outcomes and impacts

- Outcome 3: Improved and sustainable agriculture production and postharvest technologies and practices adopted at level
- Outcome 4: Improved market efficiency
- Outcome 5: Increased capacity of GON and local organizations
- Windows of opportunity - grants program
- Collaboration and coordination
- Management and administration
- Challenges and anticipated future constraints that may adversely impact implementation
- Plans for next quarter
- Security issues
- Environmental impact and mitigation
- Short-term technical assistance
- Status of finance and expenditures with explanation of any high-cost expenditures

ANNEX 5: WORKSHOP PRESENTATION



Welcome to KISAN

Strategy and Planning Sessions

Nepalgunj
April 7-9, 2015



Workshop Objectives

- To chart a path for the remaining years of the project that best reflect USAID evolving vision for KISAN
- To translate the revised annual work plan into revised District Implementation Plans

- Shared vision
- One team approach
- Transparent communications
- Recognition of personal and project accomplishments

How we measure success?

- Are farmers making more money?
as measured by their:
 - change in gross margins per hectare and
 - incremental sales
- Are farmers expanding their investments?
as measured by:
 - number of hectares under improved technology

Areas of Success

- Mobilization and organization of over 80,000 beneficiaries
- Technical capacity of project staff
- Positive impact at field level (via field visits)

Areas of Concern

- Inadequate M&E data collection and reporting
- Incomplete implementation of USAID/Nepal strategic vision as articulated in Contract Mod 4 - Private sector led approach
- Weak internal communications

Areas of Guidance

- Seek deeper impacts in previously trained beneficiaries
- Expand activities focused on cereal crops
- Expand use of grants to stimulate adoption of new strategic vision
- Increase impact in irrigation
- Further integrate savings and credit activities

Agenda – Day One

- Role of M&E in activity design and implementation
- Expanded grants program
- Overview of the private sector led approach
- Expansion of cereal crop activities
- Revised approach to irrigation
- Deepening impacts in agricultural finance activities

- Expansion of cereal crop activities
- Revised approach to irrigation
- Implementation strategy for next 2-1/2 years
- Working through others to achieve our results
- Converting the new work plan into revised District Implementation Plans
- Improving external and internal communications

KISAN Grants Program

Review Meeting
April 7, 2015

- GUC a contractual provision
- KISAN will award grants through a competitive process to eligible organization to further project objectives through innovative approach in the project location
- ~\$1.5 million as available fund

- The grant activity must be directly linked with the project objectives.
- Eligible organization includes Nepali and non-Nepali private enterprises (from small to large), cooperatives, microfinance institutions, business associations, NGOs, autonomous organizations, academia and research institutions, etc.
- The grantee must be a registered entity.
- The grant activity must be carried out in KISAN's Zone of Influence.
- The organization must display sound management in the form of financial, administrative, and technical policies and procedures.

- KISAN grants will primarily be private sector oriented
- Grants will not include construction or infrastructure
- A minimum of 20% cost-share contribution is required from the grantee

- Release APS
- Identify potential activity and eligible organization
- Conduct pre-application orientation
- Receive concepts
- Grant Advisory Committee will evaluate concept
- If evaluated positively, request full application
- Evaluate full application
- If evaluated positively- negotiate and award grant
- Grant administration

- **Technical**
 - Technical lead appointed for each grant
 - Technical lead maintains close coordination with grantees to provide guidance and monitor implementation as per implementation plan
 - Site visits and approval of monthly reports
- **Monitoring and Evaluation**
 - Monitoring plan developed for each grant with indicators and targets
 - Monthly/ quarterly reporting of indicators
 - Grantee appoints full/part time staff for M&E
 - Ongoing monitoring by technical lead and M&E team against targets
 - End term evaluation
- **Financial**

- **Access to agro-inputs and services-** Enhance agro-input distribution systems through the establishment and/or training of private sector input suppliers (such as agro-vets, agents, or distributors) and other local service providers.
- **Dissemination of new technologies-** Increase sales and utilization of new technologies (in areas such as irrigation, mechanization, post-harvest, processing) through the development of marketing or training plans or materials, or conducting demonstrations.
- **Improve quality and volume of commodities-** Support cooperatives to increase the quantity and quality of goods available for sale by providing assistance to increase membership, improve member access to quality inputs, improve quality control, and improve market linkage.

- **Embedded services-** Support buyers/aggregators (processors/millers, wholesalers) to increase the quantity and quality of supply by strengthening backward linkages with farmers.
- **Access to finance-** Support MFIs (including SACCOs and FNGOs) to increase the availability of rural and agricultural financing, particularly in KISAN focus VDCs. Activities supported might include (but are not limited to): market research; development and implementation of expansion plans; capacity building, including staff training; computerization; and new product development.
- Other activities that promote KISAN objectives and the sustainability of project activities.

Category	Grantee	Grant title	Activities	Districts	Duration
Agrovets Embedded Services	Nimbus International Company Private Limited	Agriculture Inputs Management Project	<ul style="list-style-type: none"> * Establish Nimbus Krishi Kendras * Link local agrovets to NKK in a franchise model for input supply * Provide trainings * Conduct demonstrations * Assure credit facilities through Kisan Credit Card 	Kailali, Banke, Bardiya, Dang	April 15- Sept 16
Agriculture Mechanization	Krishi Sansar Nepal (on process)	Promotion of agriculture mechanization through demonstration and trainings on a range of mini tiller, power tiller and 2 wheel tractor attachments	<ul style="list-style-type: none"> * Conduct machinery camps * Conduct field demonstrations * Maintain stock of attachments and spare parts * Provide repair and maintenance training to local mechanics * Promote rental services * Increase farmer's access to credit 	Banke, Bardiya, Dang	May 15- Oct 16

Objective:

To better understand USAID's expectations of a private sector led approach

and articulate what it changes about current KISAN implementation (and what it does not change)

1. Improved access to increased quality **inputs** for farmers
2. Improved **capacity** of agriculture extension workers, service providers, and farmers
3. Improved sustainable agriculture **production and post-harvest practices** and technologies adopted at the farm level
4. Improved **market efficiency**
5. Increased **capacity** of GON and Nepali organizations

But move from “heavy touch” of beneficiaries (direct services) ...

to a “lighter touch” through partners, and facilitating linkages and service delivery among value chain actors among themselves.

Key message: Seek out ways to work through value chain actors and third parties, such as LSPs, when possible

And describe the project as one that incorporates this approach as part of your exit strategy to ensure sustainability.



Activity: Divide into 4 cluster groups.

Develop a list of potential private sector partners for implementation of the new approach by district

Which agribusinesses, change agents or cooperatives are ready for service delivery with coaching and grant support?



Microfinance in KISAN Project

5 April 2015



Target:

Expected results for outcome 1 :

- 80% beneficiaries accessing financial services

Minimum required indicators of microfinance:

- Number of finance institutions strengthened
- Value of agricultural and rural loans
- Number of beneficiaries accessing financial services (bank loans, saving groups, etc.)



Adopted Approaches to Achieve the Target

Approach 1: Promotion of saving and credit in each farmer group

Approach 2: Strengthening of Saving and Credit Cooperatives (SACCOs)

Approach 3: Mobilization and linkage building with existing Microfinance Development Banks (MFDBs) and Financial Intermediary Non-Governmental Organizations (FINGOs)

Approach 4: Supplier based business credit or Vendor based financing





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Increasing Access to Financial Services

Progress till March, 2015

Outcome based achievements:

- Loan disbursement to KISAN beneficiaries

Period	Details	Number of beneficiaries	Loan disbursement NRs.
1st Qtr of Year-3	Value of agri.loan	643	14651601.00
1st Qtr of Year-3	Vendor based credit facility	8	230750.00
2nd Qtr of year-3	Value of agri.loan	1610	37681084.00
2nd Qtr of year-3	Vendor based credit facility	11	1429390.00
Total		2272	539,92,825.

Till November 2014.

From December 2014 we have started segregate data. We collected information of 5422 KISAN beneficiaries from 267 groups of 18 districts. Out of 5422 members 1601 KISAN beneficiaries (368 Male and 1233 Female) have been able to receive NRs. 308,47,166. under value of agriculture loan from different MFIs and groups. 66.20 % of reported KISAN beneficiaries are affiliated with formal microfinance institutions (MFDBs, FINGOs and Cooperatives) i.e. 3592 members.



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Increasing Access to Financial Services

KISAN target in Y3

- Ensure that 80% of 49,700 the targeted beneficiaries (around 40,000) are accessing financial services and for this provide stationary support to 2,485 farmers' group, and conduct and oversee the book keeping training to farmers' group
- Strengthen at least 70 financial institutions and increase in number of targeted farmers accessing external credit for increased value of agricultural and rural loans;
- 40 interaction meeting between district MFI and district KISAN team;
- 3 days capacity building of 80 Coop members / saving group (Members of SACCOS; and S/C group);
- 3 days in-country exposure visits of 50 coops/coops members;
- 3 days need based trainings to 60 MFDBs/FINGOs members;
- 4 credit workshops (for area manager of MFI);
- 4 workshops to link banks, and wholesale financiers with potential agribusiness vendor and local MFIs;
- 4 workshops to explore mobile money opportunities;
- 1 workshop to link bank and wholesale financiers



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Increasing Access to Financial Services

Outcome based achievements contd..:

▪ Wholesale lending

Wholesale lending: *Kasturi Multipurpose Cooperative of Jajarkot, received wholesale loan of NRs 50,00,000.00 at the interest rate of 7% from Agriculture Development Bank Regional office Nepalgunj. This is one of the outcomes of the event "Credit workshop for the Area Managers of MFIs" organized by Bheri cluster in November month, where both the institutions discussed about the lending procedures.*

- Saving, credit and human resource policy template for cooperatives developed.



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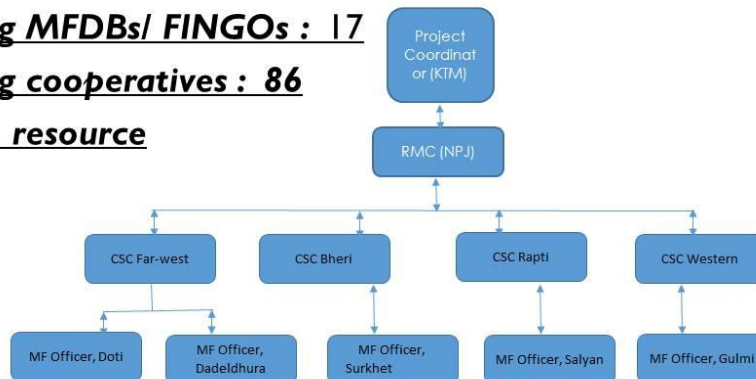
Increasing Access to Financial Services

Activities progress

DIP #	Activity	Total Target	Achieved till date	March 15-30th	April	May	June
District level activities.							
13	Interaction meeting between district MFI and KISAN team	40	35	1	4		
Cluster level activities							
3.1	Capacity building of Coop members/ saving group (3days)	80	2 events (39)	1 (20)	1 (21)		
3.2	In-country exposure visits of coops	50	0		2 (50)		
4	Need base training to MFDs/ FINGOs (3days)	60	62				
5	Stationary support to farmer groups for group S/C	2485	2652	70			
6	Credit workshop (for area manager of MFI)	4	4				
7	Workshop to link banks and wholesale financiers with potential agribusiness vendor and local MFIs	4	3		1		
8	Workshop to explore mobile money opportunities	4	0		2	2	
Central level activity							
6	Workshop to link banks, and wholesale financiers	1	0		1		



- **Working MFDBs/ FINGOs : 17**
- **Working cooperatives : 86**
- **Human resource**



Issues in Year 3 implementation:

- MFIs are not willing to work in remote area of VDCs for service extension due to repayment problem as well as geographical structure.
- Actual report tracking of agriculture loan and financial access from field level will be easier with the support of frontline staffs (AT, LSP, VDCC).
- Cooperatives were to be supported to transform their transactions from manual to electronic on cost sharing basis,

Scope of additional activities in Y4 (to be discussed)

- Credit flow to wholesaler and processors too,
- Expand the wholesale lending options to cooperatives from RMDC and RSRF.

Agenda – Day Two and Three

- Expansion of cereal crop activities
- Revised approach to irrigation
- Implementation strategy for next 2-1/2 years
- Working through others to achieve our results
- Converting the new work plan into revised District Implementation Plans
- Improving external and internal communications

Expansion of Cereal Crop Activities

Objective: To be able to balance district implementation activities to increase impacts in cereal crops without compromising focus on higher level project outcomes

Lentils

Maize

Rice

Expansion of Cereal Crop Activities

Activity: Divide into 5 groups, each focused on a specific cereal crop. Develop list of opportunities and a strategy for expanding cereal activities in your area over the next two years

- Step 1: Identify seasonal timing for your target crop
- Step 2: Identify target beneficiaries
- Step 3: Identify appropriate interventions and their timing
- Step 4: Identify mode of service delivery: change agents, LSPs, staff

Cereal Groups

- Group 1 – Terai **rice**: Kanchanpur, Kailali
- Group 2 - Terai **rice**: Banke, Dang
- Group 3 - Terai **lentil**: Bardia, Kapilvastu
- Group 4: Hills **maize**: Palpa, Gulmi, Argakhanchi, Rolpa, Pyuthan, Rukum, Salyan
- Group 5: Hills **maize**: Accham, Doti, Baitadi, Dadeldhura, Jajarkot, Dailekh, Surket

Revised Approach to Irrigation

- Total amount devoted to irrigation: \$300,000
- Increased cost share from project: 67% (up to 40,000 NP)
- Types of irrigation permitted: Shallow tube wells, lift irrigation, canal maintenance, pipe and sprinklers, HDPE pipe only
- Demonstrations: drip, MUS

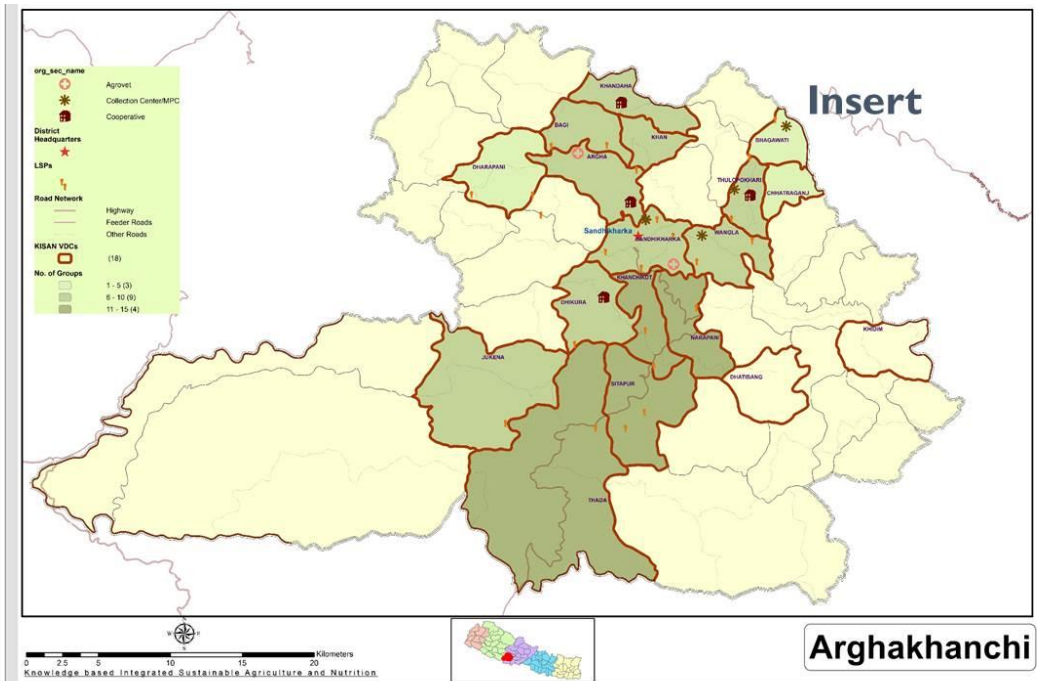
Activity: Stay in groups and develop proposed criteria for prioritizing irrigation sites

Deeping Impact in the Next 2½ Years

Objective: To develop an implementation approach that enables beneficiaries (and KISAN) to achieve maximum results

Overarching question: If we are not going to continue to form new farmer groups directly, we have resources. Then what are the key value chain activities during the remaining years of the project?

- How do we enhance performance of previously-trained farmers to further increase their gross margins and sales?
- How do we further build capacity and outreach of input suppliers (including seed) and service providers?
- How do we improve market access and efficiency?



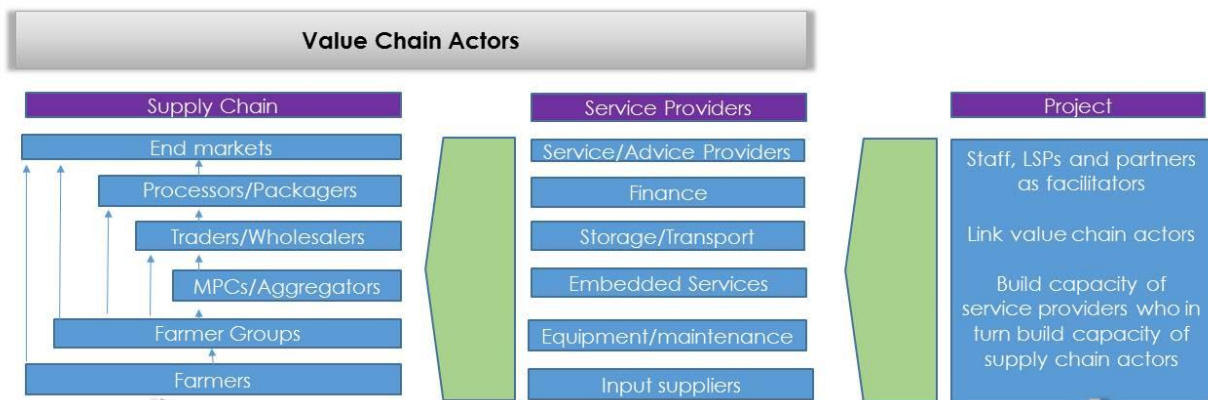
Moving Forward

- How do we prioritize our contacts with previous beneficiaries and how do we reach out – phone, visit? Who does that?
 - How do we assess their needs?
 - What do we ask them? What do we look for?
 - How do we determine what to do with each? Do we develop a menu of follow up services (market or input supply linkages) or trainings? What would those be?
 - Who (staff/change agent/agribusiness) will do it? And when?
- Example: should we example role of lead farmers?

Productivity

- Which groups are successful and are ready for more advanced services – inputs, finance, cereal activities, fine tuning of veg practices?
- Which groups are struggling but show potential?
- Which groups are non-functioning and what should we do with them?

KISAN and the Private Sector Led Approach



- 1: Access to inputs, mechanization and productivity and post harvest technologies
- 2. Improved market efficiency
- 3. Increased capacity of farmers

- 1: Access to inputs, mechanization and productivity and post harvest technologies - Behri
- 2. Improved market efficiency – Rapti
- 3. Increased capacity of farmers – West and Far West

Working through Others to Achieve Results

Objective: To evaluate the most effective third party service delivery model.

Key partners:

- Local Service Providers (LSPs)
- Lead farmers
- GON extension

Beneficiary assessment

- M&E survey
- Maps
- Pinging
- Site visits
- Assessing by block

How to implement USAID's preferred model -
Priority implementation mechanisms

1. Private sector services
2. LSP - Type 2
3. LSP – Type I
4. Lead farmer
5. Staff

How to Implement USAID's Preferred Model

1. Private sector services
2. LSP - Type 2
3. LSP – Type I
4. Lead farmer

In your cluster group:

1. List each of these types of partners.
2. Describe what DIP activities you can implement through each.
3. Describe what training we need to provide to build the capacity of each type of partner so they can deliver quality services.

- Uttam introduces and explains the new DIP form template
- *Activity:* Working in cluster groups, participants fill in DIP for next 6 months. Outcome and value chain leads assist.

Objective: To better tell the project's story:
successes, lessons learned, overcoming obstacles,
achieving results

**Who's trip to Nepalgunj was the most
difficult?**

**How do we explain our project
activities?**

**What do people want to hear
about?**

How to explain our project activities?

- “Wow factor”
- Dramatic change
- Overcoming obstacles
- Unexpected result
- How KISAN changed a life
- How KISAN changed a community
- Project learning
- Behavior change
- Collaboration with another USG agency to achieve results
- Step by step case study
- Impact on poverty

Areas for KISAN communications focus

Changes in ...

- Gross margins
- Sales
- Yields
- Area under cultivation
- VC actor relationships
- Seed production and sales

Changes due to ...

- Private sector involvement
- Access to irrigation
- Access to finance
- Post harvest technology
- Rate of seed replacement

If you see or hear about a change...

Ask

- What exactly happened?
- What did KISAN have to do with it?
- How did it occur?

Ask

- Why is it significant?
- When did it happen?
- Who are the beneficiaries?
- Who cares?

Include quotes: Let beneficiaries explain the impact

Who to Talk About?

- Farmer
 - Access to seed
 - Access to credit
 - Improved production and post-harvest
 - Irrigation/water
- Lead Farmer
- Cooperative/Farmer Group
- Buyer/Processor
- MFI and SACCO
- MPC/Collection Center
- Seed company
- Agroveter, MIT dealer
- Service provider
- LSP
- Vulnerable populations

Report Details

A woman attended our trainings and expanded her vegetable plot.

How can we improve technical communications?

By using compelling

- Demonstrations
- Training
- Training materials
- Radio extension messages
- Private sector embedded services
- Farmer to farmer training
- Video success stories
- SMS messaging

How can we improve internal communications?

How can we improve internal communications?

- | | |
|------------------------------|---------------------------------|
| ▪ Staff email updates | <i>We will consider...</i> |
| ▪ Document dissemination | ▪ Fact sheets |
| ▪ Cluster meetings | ▪ Electronic monthly newsletter |
| ▪ Coordination meetings | ▪ Staff recognition |
| ▪ Opportunities for feedback | ▪ Team building |
| ▪ Emergency phone tree | |

What are some of our key messages?



Key Messages

- Our goal is sustainable development, so we work through the private sector
- Our activities are designed to help farmers make more money and achieve food security
- We help producer grow to meet market demand
- We know we have been successful when people make more money and their businesses increase sales



Thank you